

Appendix

Top 10 Strategic Goals with Deliverables and Suggested Implementation Steps

Strategic Goal	Background	Potential Measures	Desired Outcome(s)	Potential Tools	Implementation Steps
1. Demonstrate executive leadership commitment to project	Demonstration of commitment and support from executive leadership has proven to markedly increase success of any new initiative.	Attendance of Exec leadership at key meetings Knowledge of committee meetings Strategic communications	Entire Medical Staff is aware of the interest and commitment	Executive leadership discussion with CMO and medical staff Meeting minute attendee list Reports from leadership to staff	<ol style="list-style-type: none"> 1. CEO⁽¹⁾ communicates: <ol style="list-style-type: none"> a. Importance of blood management b. Support of the program c. Everyone's job but managed by the BTC (Blood and Tissue Committee or equivalent) d. Frequent written progress reports 2. CEO to attend and speak of support of blood management: <ol style="list-style-type: none"> a. Meeting with CMO b. Meeting with medical staff and specific departments c. Meets with BTC periodically d. Receives BTC minutes and sends response to next meeting

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2. Identify the key “influencers” who will be committed to the success of the program⁽²⁾	Influencers are found across organizations at all levels. Their role should be promoted and acknowledged. Non-executive and non-physician influencers, especially outside of primary leadership roles are frequently overlooked.	List of champions, subject matter experts, and key stakeholders you will need to engage in this project	Use of “influencer” list and spheres of influence to target personalized communication and engagement Begin to identify barriers, detractors, and other obstacles	The list(s) and the strategy to use them	<ol style="list-style-type: none"> 1. Chair of TC drafts a list of <ol style="list-style-type: none"> a. Champions b. Subject matter experts c. Key stakeholders d. Influencers 2. TC reviews and edits list until final 3. Communicate with these groups their role in blood management
3. Clearly define strategic oversight committee and its connection within the hospital governance⁽³⁾	To effect change, the committee must be legitimized within the hospital governance and include the respected key stakeholders who can drive change. It may or may not be the Blood and Tissue Committee (BTC).	Senior leadership identifies a committee and ensures that the membership is appropriate. Number of completed goals Number of delegated tasks returned and	This committee drives the necessary culture change and ensures that system-wide polices are properly vetted, approved, and implemented with appropriate audits or re-audits.	Wide distribution of project plans which include clear goals & recommendations, next steps, and accountability (including due dates) Delegation to other committees Reduced unnecessary transfusions	<ol style="list-style-type: none"> 1. See Goal 1. 2. Create a spreadsheet with the following elements: <ol style="list-style-type: none"> a. Roles of CEO, TC, TSO, Dept heads, Service lines, other committees b. Who is accountable for each step at each date

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		completed.			
4. Identify technical program driver⁽⁴⁾	<p>Ideally a TSO (Transfusion Safety Officer) by title or function</p> <p>This individual will act like an infection control nurse or a risk management director to drive program implementation</p>	Identification, hiring, and training of accountable person	<p>Hiring of an effective TSO that can work cross-departmentally and be seen as a subject matter expert</p> <p>Clearly defined strategic placement in organizational chart</p>	<p>Job Description</p> <p>HR Department support</p> <p>Consult with Infection Control or Risk Management (parallel structure)</p> <p>BSI TSO training program</p>	<ol style="list-style-type: none"> 1. Create a TSO job description 2. Hire TSO 3. UBS TSO Training program 4. Technical drive must immerse themselves
5. Identify current opportunities for improved practice and reduced cost	Identified needs and opportunities engages the staff in the process while.	<p>Internal Quality audits</p> <p>Gap assessments from BSI reports</p>	Identification of specific first initiatives	<p>Self-assessment</p> <p>Transfusion Dx</p> <p>Optimum Tx</p>	<ol style="list-style-type: none"> 1. Perform a Gap Assessment or Lessons learned analysis 2. Transfusion Dx consult completed, analyzed, identify next steps

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6. Identify three readily achievable initiatives and celebrate wins ^{(5), (6)}	<p>Rationale for initiative</p> <p>Agree upon first three projects based on local politics, champions, & opportunities. Select one to focus on first</p>	<p>Reduction in wastage or overutilization</p> <p>Standardized policies and procedures (see note, below)</p> <p>Choose from Service Lines or perhaps specific MS-DRGs (post-transfusion sampling, single RBC transfusion),</p> <p>Specific MD and nursing and/or service line education</p>	<p>Appropriate expectations for improved care and reduced costs while the culture barriers are being identified and addressed</p>	<p>Clearly defined monitoring analytics</p> <p>Self-assessment</p> <p>Transfusion Dx</p> <p>Optimum Tx</p> <p>Measure of reduced unnecessary transfusions</p> <p>Measure of turn-around time from order to transfusion</p>	<ol style="list-style-type: none"> See goals 5 and 8 Incorporate into spreadsheet (see goal 3)

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7. Implement a Communication Plan to increase Staff-wide awareness of the need for Blood Management	Effective internal communications is overarching process that ensures everyone is on the same page, stays committed to the team, and remains focused	Number and quality of internal communications on program initiatives Staff surveys Items occur in meeting minutes outside of oversight committee	Increased hospital-wide enthusiasm Encourages participation in a multi-disciplinary team approach to Blood Management Celebrate wins	Posters (BMX) Email Personal communication Departmental meetings Grand Rounds Reports from leadership to staff	

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8. Engage the Blood and Tissue Committee (BTC) in system-wide process improvement initiatives	<p>An effective way to implement change can be found in using the BTC to reinforce a multi-disciplinary approach that includes technical laboratory personnel and the clinical staff</p> <p>If this committee is not the same committee as in #3, then the BTC must be connected to it in a meaningful way</p>	<p>Track blood management initiatives assigned to BTC</p> <p>Involvement of BTC in other initiatives primarily assigned to other committees and departments</p>	<p>New and effective blood management tools are implemented and used to improve practice and reduce unnecessary costs with a system's perspective while improving patient outcomes</p>	<p>Transfusion guideline implementation</p> <p>MSBOS policy implementation</p> <p>Comprehensive Massive Blood Loss protocol</p> <p>Type and Screen Policy implementation</p> <p>Improved reporting of transfusion reactions</p> <p>Communication between other committees and BTC</p>	<p>1. Select and implement no more than three of the selected tools</p>

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9. Engage the medical staff in the multi-disciplinary, cross-departmental initiatives⁽²⁾	Engagement of respected medical staff will help impact patient safety through improving inter-departmental handoffs which will ultimately increase commitment to Blood Management	Hospital staff engagement & participation in the process through service on committees Interdepartmental process improvement & problem resolution	Active participation within committees in which they help define and solve patient safety issues and reinforce the need for evidence-based medicine	Inter-departmental, specialty or subspecialty task-forces, education and training Interview/survey physicians	<ol style="list-style-type: none"> 1. Select one project that requires interdepartmental collaboration 2. Assign the project to an appropriate group within the governance structure. 3. Provide progress reports to BTC.

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10. Enhance targeted education initiatives	<p>Internally and externally provided educational initiatives increase awareness and begin the dialogue of a topic</p> <p>This is also a great way to communicate successes of initiatives</p> <p>Setting up staff to succeed by developing and implementing standard care practices</p>	<p>Number of and participation at educational activities provided</p> <p>Measure impact of initiatives, changed processes, and updated training</p>	<p>Better trained staff and more efficient and standard operations</p> <p>Improve patient safety</p>	<p>Self-assessment</p> <p>BSI's Transfusion Dx</p> <p>Presentations and training modules completed</p> <p>New or changed forms, processes, etc</p> <p>Blood Management University on the Optimum Tx portal (CME)</p>	<ol style="list-style-type: none"> 1. Invite UBS to provide grand rounds, 2. Invite UBS to provide nursing education 3. Establish mechanism to review current documents and training